

Board Education and Presentations

- Pauline Daugherty highlighted the Workplace Civility training that is provided to all new employees at orientation and is available to all departments.
- Justine Leslie, Barbara Major-McEwan and Rhonda Scheeringa jointly presented a strategy to address the shortage of health human resources impacting the health care system and LWHA. As an organization, we recognize the need for a clear strategy to support our current and future nursing staff. Several ideas and concepts were presented to the Board. The Board was receptive to the plan and look forward to hearing more once stakeholder engagement and details are finalized.

Cultivating quality care that is patient centred, timely, efficient, effective, equitable and safe.

Provincial Mandates

Despite the Province's removal of masking mandates in many settings and the elimination of a requirement for hospitals to have vaccination policies in place, hospitals will not be stepping back from these requirements. All hospitals across the South West have committed to a consistent approach to visitor policies, masking mandates and vaccination policies. Current practices are expected to be in place until at least the end of April.

Listowel Memorial Hospital – COVID Outbreak

On March 13th, a COVID-19 outbreak was declared on the 1st floor Complex Continuing Care unit in Listowel. A total of 10 patients and 1 staff were impacted by the outbreak. It is believed that the outbreak originated with a visitor which further supports the continued masking in hospital along with visitor requirements. I want to acknowledge our hospital staff for continuing to provide excellent care in an outbreak unit while personally responding to the increased personal testing requirement that result from working on the unit.

Magnetic Resonance Imaging (MRI) Proposal

The Wingham and District Hospital Medical Staff have had several conversations, including a special meeting, to discuss the Wingham MRI proposal and the potential for CT in Wingham. MRI would be a regional service drawing patients from up to 45 minutes away with CT providing more local support to WDH ER and acute inpatients. An important consideration in this discussion was the ability of the Foundation to support the purchase of these costly pieces of equipment. Implementing both services simultaneously is not feasible. The Hospital committed to begin the long process of CT implementation, recognizing the significant architectural work to determine CT placement on site. Ontario Health approvals are required

to operate a CT and for any capital renovations required in the hospital to accommodate the equipment.

Mammography Replacement

LMH is excited to have a new mammography unit in place. Both screening and diagnostic exams have been delayed as a result of the pandemic and equipment replacement. With our new unit we will be adding 3 new technologies. The first is contrast enhanced mammography. This will allow us to see lesions that we would not be able to see as clearly with our previous unit. Second, we are adding stereotactic biopsy. This will allow us the option of performing biopsy guided by mammogram. The last of the new technologies to be added is contrast enhanced biopsy removal which combines both new technologies together. Having these new technologies and procedures means our patients can have more diagnostic services locally and not have to travel to a larger centre or another hospital to access these services.

Patient Portal

Providing patients with timely, complete access to their own electronic health information has long been a goal of the health system and a strategic priority for the Listowel Wingham Hospitals Alliance. In the months ahead, patients wishing portal access to their health information will be transitioned from MyChart, supported by Sunnybrook to ConnectMyHealth which is maintained by Hamilton Health Sciences and Ontario Health. This new portal is on the same platform, accessing the same information as ClinicalConnect, our provider health information portal utilized in the hospital. Most hospitals in southern Ontario, along with a growing list of other health care provider contribute clinical information to the ClinicalConnect platform. LWHA has sent health information to this service for several years and do not expect any significant impact of this change. Patients will need to obtain new access accounts and will be able to look forward to expanded access to their own clinical information.

Clinical Services – Staffing

Coordinating daily staffing remains challenging. We saw a decrease in the number of staff absences early in March but they appear to be picking back up again. Our Clinical Leadership Team and Human Resources continue to huddle daily to assess risks and put plans in place to support staffing. Where feasible, we continue utilize “upstaffing” to support unexpected vacancies.

Surgical Services

The Surgical Services Teams at both sites are working on any back log created by the most recent closure from Directive #2 issued early January. We are not experiencing irregular wait times as we have been able to offer vacant OR time to our General Surgeon in order to get caught up.

Wingham Site – Palliative Suite

The Wingham Site has completed renovations of their inpatient palliative suite. This space will allow family to stay with the patient in a private and comfortable environment during their end of life journey. The space also offers a small kitchenette with coffee maker, microwave, kettle etc., for family to use while staying at the hospital

Cultivating a workplace that nurtures individual and collective potential.

Leadership Development

The Listowel Wingham Hospitals Alliance worked with a number of small hospitals to create a leadership development program which was finalized in 2020. Training has previously been provided on LEADS leadership framework, change management and emotional intelligence. This year, we have been able to offer Crucial Conversations training to our leaders, select staff, physician leaders and other interested physicians. The training was financed through small, rural and northern funding. Crucial conversations involve situations where there are high stakes, strong emotions and opposing opinions.

IPAC Champions

Demands on our Infection Prevention and Control (IPAC) program have significantly increased over the last two years. In an effort to generate more capacity we decided to create IPAC Champion roles across both sites to support IPAC programming. These roles were only available to current staff and did not replace any existing responsibilities. Five champions have been hired- three at the Wingham site and two at the Listowel site. These individuals have a range of backgrounds including Lab, Environmental Services and Nursing. They are passionate about infection control and participate in the quarterly IPAC committee meetings, complete audits, provide education and review policies.

Professional Practice

Our permanent Professional Practice Coordinator, Tori, is on maternity leave and we have been successful in finding temporary part-time coverage for some of her responsibilities. Mary-Jane Ducharme is an RN at the Listowel Site and she will be moving into this role April 4, 2022. She will be primarily focused on supporting project work at both sites.

Cultivating a sustainable and resilient environment that is here for future generations.

Fisher Clinic

Following Board of Directors feedback that the proposed addition to the Fisher Clinic did not go far enough in addressing the anticipated growth in the community, architects have presented several additional options for consideration. The LMH medical staff requested future Board involvement in the planning for this expansion.

Supply Chain

Hospitals have been warned that supply chain challenges are expected to exist for at least the next year. The fill rate on all orders placed by Healthcare Materials Management Services has recently dropped to 82% and the number of items on back order is up 60%. There are currently raw material shortages on aluminum, resin and paper. Challenges exist procuring sharps, drapes, vacutainers cups, lids, Vaseline, surgical gloves, catheters, tape, electrodes and dressings. To date, our material management staff have been successful at identifying alternative suppliers and supplies.

Budget

The 21/22 Operating results year to date has Listowel running a surplus of \$169,185 and Wingham a deficit of \$245,502.

The Finance staff are commended for their diligence and thoroughness in preparing all the reports associated with our regular monthly and quarterly reporting while recruitment continues for the Financial Reporting Coordinator role.

Cultivating partnerships to offer a seamless patient experience.


Huron Perth Public Health

After conducting regular briefings for the better part of 2 years, Huron Perth Public Health (HPPH) has sun-setted their regular Zoom calls. HPPH was extremely consistent, timely and appropriate regarding their communication throughout the pandemic. The calls were an opportunity for staying informed on the latest developments during the pandemic and also receive timely advice on operational matters. HPPH has committed to keep stakeholders informed through other means going forward.

Huron Perth and Area Ontario Health Team (HPOHT)

Joint Accreditation

A formal request has been submitted to Accreditation Canada to allow the Listowel Wingham Hospitals Alliance to participate in the Huron Perth and Area Ontario Health Team joint



accreditation based on a 'light' survey in consideration of our exemplary standing on the November 2021 survey.

HP OHT Initiatives

- Investigating how local health care providers can support care across the health continuum as we emerge from the pandemic given the health human resources challenges, particularly within home care.
- Supporting palliative and complex patients in the community
- Planning and Priorities Committee finalizing process for the creation of an inaugural strategic plan for the HP OHT
- Online Royal Oak Lab Appointment Booking – we were able to obtain an Ocean license for the online appointment booking pilot project. Patients will now be able to go to a link which will allow them to book a lab appointment online.

Lifting of COVID-19 Restrictions

As COVID restrictions start to be lifted, the South West Region has decided to move forward as a collective regarding decisions related to patient visiting, vaccine requirements, and screening. I will continue to participate in a bi-weekly regional planning committee that will oversee this decision making. Decisions will be made based on Ministry of Health Directives and guidance from the Ministry of Labour. We don't anticipate to see any further changes until April.